

Thomas James Norman, Ph.D.

California State University- Dominguez Hills
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EDUCATION

UNIVERSITY OF MINNESOTA

Ph.D. in Human Resources and Industrial Relations, Carlson School of Management, 2009
Dissertation Title: *Outsourcing Human Resource Activities: Measuring the Hidden Costs and Benefits*
Fields of Study: Organizational Behavior & Organization Theory and Labor Market Analysis
Graduate Certificate in Human Resource Development, 2006
Graduate Certificate in Adult Education, 2006
M.A. in Human Resources and Industrial Relations, Carlson School of Management, 1998

HARVARD UNIVERSITY

B.A. in Social Studies, *cum laude*, 1992
Thesis Title: *The Political and Economic Forces Driving NAFTA*

RESEARCH INTERESTS

Outsourcing, Management Education, Human Resources, Globalization, Arbitration

FELLOWSHIPS AND AWARDS

CSU- Dominguez Hills, RSCA Interdisciplinary Grant in the amount of \$15,750 for *Using Functional Near Infrared Spectroscopy to Investigate Executive Functioning Across Disciplines*, 2015
First Year Preceptor, 2015
Outstanding Professor of the Year Award, 2014
Board Certificate of Excellence from the Southern California Regional Occupation Center, 2012
Center for International Business Education and Research (CIBER) Globalization Award, 2010
Sony Electronics Award for Innovative Teaching with Technology, 2010
Best Student Paper Award, Western Decision Sciences Institute, 2009
Scholarship of Teaching & Learning Grant, California State University-Dominguez Hills, 2008 & 2009
CSU- Dominguez Hills, RSCAAP Sally Casanova Research Grant, Summer 2008
CSU- Dominguez Hills, Center for Teaching Award for Use of Technology in Teaching, 2007
University of Minnesota's Human Resource Research Institute Research Grant, 2007
University of Minnesota's Graduate and Professional Student Association Travel Grant, 2006
International Performance Improvement Society Award for Process Improvement at Sun Microsystems Global Sales Organization, 2001
Institute for International Studies Award for study abroad in Spain, 1997
U.S. Department of Education, Foreign Language and Area Studies Award, 1997
Industrial Relations Center's Heneman Fellowship, 1996-1997
Employment Management Association Fellowship, 1996
Harvard University's Dorot Fellowship for research in Israel, 1991
Harvard University's Institute of Politics summer research stipend, 1990

CERTIFICATIONS

Senior Professional in Human Resources (PHR), Human Resource Certification Institute, 2012
Professional in Human Resources (PHR), Human Resource Certification Institute, 2008

ADMINISTRATIVE EXPERIENCE

Acting Associate Dean, *College of Business Administration and Public Policy (CBAPP)*, **California State University- Dominguez Hills**, Carson, August 2012 to August 2013.

- Assisted with fundraising, grant writing and planning of the college's first Trading Laboratory and Classroom.
- Chair of CBAPP Strategic Planning Committee for AACSB application.
- Institutionalized the Department Scholars program across the college. This is a faculty nominated program for honors students willing to provide service to the college prior to graduation borrowing from a similar program at UCLA.
- Modernized CBAPP Advising Center introducing walk-in sessions, computerized call tracking and improvements to utilization of advising software.
- Led outreach efforts with LA Community College partners, including a campus event at LA Harbor College attended by faculty and alumni to increase enrollment of transfer students. College enrollment has increased the following two years.
- Expanded outreach efforts from Management to all areas of the college by building a strong relationship with the South Bay Entrepreneurship Center, initiating a relationship with SpaceX and expanding our relationship with AEG.
- Founded the Hospitality Technology Research Institute in 2012.
- Left the position to become a department chair and successfully led the search for a permanent Associate Dean.

Department Chair of Management and Marketing, *College of Business Administration and Public Policy*, **California State University- Dominguez Hills**, Carson.

Elected 2013-2015 for a two-year term.

- Led a department with four concentrations: Human Resource Management (195 seats) and Management (891 seats), Marketing (495 seats) and Sports, Entertainment and Hospitality Management (166 seats) with 25 instructors of whom 7 are tenured professors, 4 are tenure track professors and 1 full-time lecturer.
- Created schedules for regular academic year and summer and special sessions for department courses.
- Responsible for reviews of tenure-track faculty and reviewing and hiring temporary lecturers.
- Led successful searches for three new faculty members in marketing, management and hospitality.
- American Marketing Association won campus Student Organization of the Year in 2013.
- Founded a new Society for the Advancement of Management chapter.
- HR curriculum approved as aligned with the SHRM HR Curriculum Guidelines.
- Created a CBAPP Student Research Day held January 2013 and 2014.
- Facilitated the revision of undergraduate and graduate master course outlines.
- Instituted major field test in capstone course MGT 490 for all BUS majors.
- Successfully petitioned student fee committee to add fee to capstone courses HRM 425 and

MGT 490.

- Sponsored the creation of the department's first two lower-level general education courses in ethics and entrepreneurship.
- Re-instituted annual reviews and classroom visits of temporary faculty beginning Fall 2014.
- Began partnership with Google and Google Glass software developer, Sense Eye, in 2014 to create learning applications in the classroom for management and marketing courses.

Faculty Affairs Chairperson for the Academic Senate of California State University, Long Beach, July 2016 to present.

- Lead Faculty Affairs Committee for the CSU Academic Senate focusing on these issues
 - Academic freedom
 - Tenure density
 - Employee background checks
- Member of the system-wide Senate Executive Committee who meets with Chancellor and staff at monthly meetings in the Chancellor's Office.

Statewide Senator to the **Academic Senate of California State University, Long Beach,** May 2014 to present. Elected by the Faculty May 2014 for a three-year term.

- This is the faculty senate for the nation's largest university system with 23 campuses.
- Duties include serving as a member of the campus Senate Executive Committee who meets with provost and president every other week and recommending system wide policies at monthly meetings in the Chancellor's Office.
- Member of Faculty Affairs Committee
- Search Committee member for Chancellor's Office.
- Workplace Environment Taskforce member.

Commissioner to the **Commission on the Extended University for the California State University,** Long Beach, September 2015-2017.

- McAleer Ad Hoc Committee chair
- Innovation Committee member
- Administrative Committee member

Commissioner to the **Commission on Online Education for the California State University,** Long Beach, September 2015-2016.

TEACHING EXPERIENCE

Associate Professor, **California State University- Dominguez Hills,** Carson, 2007 to present.

Granted tenure in the Department of Management and Marketing in 2013.

Courses developed and taught:

- HRM 313 *Human Resource Management* (undergraduate level) online & traditional delivery
- HRM 316 *Labor and Industrial Relations* (undergraduate level) online & traditional delivery
- HRM 321 *Compensation Systems* (undergraduate level)
- HRM 425 *Seminar in Strategic HRM* (undergraduate level)
- HRM 520 *Human Resources* (graduate level) online delivery
- HRM 521 *Compensation and Benefits* (graduate level) online delivery
- HRM 525 *Strategic HRM* (graduate level) online delivery

- MGT 310 *Management Theory* (undergraduate level) online & traditional delivery
- MGT 312 *Organization Behavior* (undergraduate level) online & traditional delivery
- MGT 500 *Human Behavior in Organizations* (graduate level)
- MGT 494 *Independent Study in Management* (supervise 1-2 students per semester)
- MGT 496 *Internship in Management* (supervise 2-5 students per semester)
- BUS 496 *Internship in Business Administration* (supervise 8-12 students per semester)
- PUB 304 *Administration of Public Policy* (undergraduate level)
- SHRM Learning System (preparation for PHR and SPHR Certifications)

Adjunct Professor, **California State University- Long Beach**, Long Beach, 2008 to present.

Courses taught:

- HRM 652 *Seminar in HRM* (Traditional & Fully-Employed MBA Programs)
- HRM 360 *Organizational Behavior* (in Singapore)

Adjunct Professor, **Nehemia University** Pogradec, Albania, 2011 & 2014

Courses Taught:

- Staff Management and Organization
- Human Resource Management
- Entrepreneurship

Adjunct Professor, **Faculty of Integrated Studies with Practice (FASTIP)**

University "Aleksander Moisiu", Durres, Albania, 2010 & 2012

- Introduction to Human Resources (first cohort in the bank management program)

Instructor, **University of Minnesota**, Minneapolis, 2005 to 2006

- HRIR 3050 *Compensation: Theory and Practice* (undergraduate level)
 - Received letter of recognition from the Pan-Hellenic association for teaching.
- HRIR 3070 *Union Organizing and Labor Relations* (undergraduate level)
- CHEMBA *International Human Resource Management* (in Guangzhou, China with M. Zaidi)

WORK IN PROGRESS

- Impact of using a wearable device (Glass) on the employment interview
- Workplace aggression in higher education.
- Reduction of bias in interview selection ratings by using groups.
- Student class schedule preference at an urban university.
- Student course modality preferences online, hybrid or traditional?

PEER-REVIEWED JOURNAL ARTICLES

- “LearnSmart, adaptive teaching, and student learning effectiveness: An empirical investigation” [with Qin Sun and Yann Abdourazakou] *Journal of Education for Business* Vol. 91 (1), 2017.
- “Visiting Mexican Wineries: Can Education Lead to Appreciation?” [with Melissa St. James]. *Journal of Tourism Research*, Vol. 8, 2014.
- “The Conventional Wisdom of Discharge Arbitration Outcomes and Remedies: Fact or Fiction” [with Mario Bognanno, Stephen Befort, Laura Cooper and Jonathan Booth]. *Cardozo Journal of Conflict Resolution*, Fall 2014.
- “Outsourcing Human Resource Activities in the Hospitality Sector” [with Natasa

Christodoulidou]. *Journal of Hospitality and Tourism Technology*, ISSN 1757-9880, Vol. 5 (1), 2014.

- “Transferring Management Knowledge to a Transitional economy: Lessons Learned from a U.S.-China Educational Alliance” [with Mahmood A. Zaidi]. *Frontiers of Business Research in China*, ISSN 1673-7326, Vol. 7 (3), 2013.
- “Training Ourselves While Serving Others: Improving Interviewing Skills through Service Learning” *Journal of Human Resource Education*, 2012.
- “Human Resource Outsourcing and Organizational Effectiveness” *International Research Journal of Global Business Development*, ISSN 2166-0395, Fall 2012.

PEER-REVIEWED BOOK CHAPTERS

- “Outsourcing Human Resource Activities” in *Outsourcing and Offshoring of Business Activities* edited by Farok Contractor, Vikas Kumar, Sumit Kundu, and Torben Pedersen Cambridge University Press in 2010.
- “Offshoring of IT and Business, Professional and Technical Services: The Recent Experience of the United States” [with Mahmood A. Zaidi]. in *Outsourcing and Offshoring of Business Activities* edited by Farok Contractor, Vikas Kumar, Sumit Kundu, and Torben Pedersen Cambridge University Press in 2010.

BOOKS

- *Outsourcing Human Resource Activities: Measuring the Hidden Costs and Benefits*, 2010, Saarbrücken, Germany: LAP Lambert Academic Publishing.

OTHER PUBLICATIONS

- Revised the Connect online interactive assignments for the McGraw Hill textbook: *Management Leading and Collaborating in a Competitive World 12th edition* by Thomas S. Bateman and Scott A. Snell.
- Authored four Online Group Experiential Exercises and Role Playing Activities for Cengage’s Mindtap an online supplement used with three textbooks: *Principles of Management*, 12th edition textbook by Richard Daft, *Fundamentals of Management*, 11th edition by Ricky Griffin and *Effective Management*, 7th edition by Chuck Williams.
- “Transferring Western Management Knowledge to China” [with Mahmood A. Zaidi] *EMFD Global Focus*, Vol. 08 (1), 2014.
- “In the Trenches with Thomas J. Norman, Ph.D. Taking Students Deeper with Connect and LearnSmart” in *Principles of Management Newsletter for Educators*, January 2012, Vol. 4 (1).
- “Thought Leader Interview with Thomas J. Norman, Ph.D.” in *Principles of Management Newsletter for Educators*, January 2012, Vol. 4 (1).
- “Five Tips for Teaching with McGraw Hill’s Connect ® and LearnSmart Technologies” in *Principles of Management Monthly Newsletter for Educators*, January 2012, Vol. 4 (1).
- "Digital Course Solution Improves Student Success" case study based on my results using the Connect online tool teaching MGT 310. McGraw Hill Case Study, 2011.
- “A Decade Later: Revisiting Built to Last” in Juran Summit Proceedings. Published by Juran Center, August 2006.
- “Neighborhood Employment Network Affiliate and Minnesota Family Investment Program Performance Management Study” [with Mike Brinda], October 2005. Available online from the University of Minnesota's Center for Urban and Regional Affairs.

SCHOLARLY SERVICE

Textbook reviewer for McGraw Hill, Sage, Wiley and Cengage.

Management Educator Learning Community sponsored by McGraw Hill

- Founding member: 2011- present

Personnel Review

- Reviewer: 2013-2017

Journal of Human Resource Management

- Reviewer: 2010, 2011

Computers and Human Behavior

- Reviewer: 2015-2017

RELEVANT MANAGEMENT EXPERIENCE

- Chair of the Board/Executive Director, **Soft Center Duluth, Inc.**, Duluth, MN, 2003 to 2005
- Business Banking Manager/Vice President, **Wells Fargo, Inc.**, Virginia, MN, 2001 to 2002
- Program Manager, **Sun Microsystems, Inc.**, Palo Alto, CA, 1998 to 2001
- Compensation Analyst, **Cargill**, Minnetonka, MN, 1997 to 1998
- Business Banker, **US Bancorp, Inc.**, Duluth, MN, 1994 to 1997
- Sales Manager, **Procter & Gamble, Inc.**, Bloomington, MN, 1992-1993